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Country programme recommendation**

Brazil

Addendum

Summary

The present addendum to the country note submitted to the Executive Board at its first regular session of 2001 contains the final country programme recommendation for Board approval.

It contains a recommendation for funding the country programme of Brazil which has an annual planning level of $1,000,000 or less. The Executive Director *recommends* that the Executive Board approve the amount of $3,705,000 from regular resources, subject to the availability of funds, and $86,295,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2002 to 2006.

* E/ICEF/2001/12.

** The original country note provided only indicative figures for estimated programme cooperation. The figures provided in the present addendum are final and take into account unspent balances of programme cooperation at the end of 2000. They will be contained in the summary of recommendations for regular resources and other resources programmes for 2001 (E/ICEF/2001/P/L.73).

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Basic data[a] *(1999 unless otherwise stated)*	
Child population (millions, under 18 years)	59.8
U5MR (per 1,000 live births) (2000)	38
IMR (per 1,000 live births) (2000)	32
Underweight (% moderate and severe) (1996)	6
Maternal mortality ratio (per 100,000 live births) (1996)	160
Literacy (% male/female) (2000)	85/85
Primary school enrolment (% net, male/female) (1999)	95/95
Primary school children reaching grade 5 (%) (1995)	71
Use of improved drinking water sources (%) (2000)	87
Routine EPI vaccines financed by Government (%) (1998)	100
GNP per capita (US$)	4 350
One-year-olds fully immunized against: (1999)	
Tuberculosis	93 per cent
Diphtheria/pertussis/tetanus	83 per cent
Measles	99 per cent
Poliomyelitis	98 per cent
Pregnant women immunized against tetanus	.. per cent

[a] Excerpted from the publication "Progress since the World Summit for Children: A statistical review", prepared as a supplement to the Secretary-General's report "We the children: End-decade review of the follow-up to the World Summit for Children" (A/S-27/3), and therefore may differ from data contained in the text of this document.

The situation of children and women

1. The analysis of the situation of children and women remains essentially the same as described in the country note submitted to the Executive Board at its first regular session of 2001 (E/ICEF/2001/P/L.20). Since then, the National Congress has created the Fund to Combat Poverty, allocating $1.7 billion per year for 10 years for household water and sanitation, family stipends linked to school attendance (*bolsa escola*) and incentives to give pregnant women and young children access to basic health services.

2. Preliminary data from the 2000 national census indicate a total population of 169.5 million, 81 per cent in urban areas and almost 3 million more than reported in the country note. Violence is a primary cause of death among young men between 15 and 19 years old. New government data, released in preparation for the World Conference Against Racism, show that there are 50 million people living below the poverty line, with 33 per cent of white families, 55 per cent of black families and 58 per cent of mixed race families earning less than one minimum salary per month ($75).

Programme cooperation, 1994-2001

3. UNICEF cooperation between 1994 and 2001 included a seven-year programme for the period 1994-2000, followed by a one-year short-duration programme. During 2001, UNICEF initiated a restructuring process, based on the recommendations of the mid-term review (MTR), to achieve an intersectoral approach, strengthen monitoring and increase the participation of zonal offices. The country programme had six programmes in the areas of health, education, the promotion of children's rights, environment, support to social policies and communication/social mobilization.

4. In the health sector, UNICEF contributed to programmes for community health agents and family health sponsored by the Government and Child Pastorate, a non-governmental organization (NGO). Today, 13,337 family health teams and 158,934 community health agents work directly with families to ensure their access to basic services and health education. Their primary health care work contributed to reducing the infant mortality rate from around 48 per 1,000 live births in 1990 to 34 in 1999.

5. UNICEF has helped to fuel a growing national respect for the rights of all children to education by working with the media, mobilizing new partners and stimulating public debate. Education and training materials were produced to improve the quality of teaching, particularly in rural and semi-arid regions, home to an estimated 12 million people. Together with NGOs and municipal education secretariats, UNICEF helped to develop non-formal education models to provide additional learning opportunities for vulnerable children. UNICEF support to education was financed largely through Banco Itaú, Brazil's second largest commercial bank, which exemplifies the support of the private sector for quality education. In both the health and education sectors, UNICEF supported the decentralization of public service management, working with the National Council of Municipal Health Secretaries and the National Association of Municipal Education Secretaries in the development of municipal plans. Partnerships with the World Bank and the National Education Ministry were critical in this effort.

6. During this period, Brazil expanded efforts to eradicate child labour. UNICEF assisted in examining the negative impact of working on children's rights to education and supported the development of practical solutions. Family support models have been tested which examine the links between stipends and school attendance, out-of-school actions and income-generation initiatives. The International Labour Organization and UNICEF supported the National Forum to Prevent and Eradicate Child Labour and its state equivalents, which brought together the Government, NGOs, trade unions and the private sector to adjust programmes to local needs. From 1992-1999, 1.9 million children and adolescents stopped working and enrolled in school, but an estimated 2.9 million boys and girls under 15 years of age continue to work.

7. UNICEF helped draw attention to the "invisible" issue of child and adolescent sexual exploitation, especially of girls. Local and national mobilization of the police, judiciary, children's guardianship councils and the health, education and social service professions focused on prevention, care and law enforcement. In 2000, a National Plan to Confront Sexual Violence against Children and Adolescents integrated actions in these areas, in line with the recommendations of the World Congress Against Sexual Exploitation of Children. The Plan will strengthen support

for affected children and their families, facilitate police investigations, and identify and punish perpetrators.

8. The 1990 Brazilian Statute for Children and Adolescents established mechanisms for implementing children's and adolescents' rights. Children's rights councils were created at federal, state and municipal levels to guarantee adequate public policies for children and adolescents. Guardianship councils were mandated to provide assistance to children whose rights have been violated. UNICEF supported the formation of the councils and training of members in all 27 states. According to the Ministry of Justice, by December 1999, 2,283 out of Brazil's 5,507 municipalities had established children's rights councils, and 1,502 guardianship councils had been set up. In 1999, 171 of the 184 municipalities in Ceara State had strengthened their health, education and rights-based services for children in order to receive the UNICEF "Seal of Approval"; 26 of them actually met the rigorous criteria by 2000. Advocacy in favour of free birth certification for all children resulted in more than 600,000 children being registered during a one-month period in 1999.

9. In the semi-arid north east region, school curricula were designed to prepare students and communities to face drought conditions and to improve clean water supply through sustainable technology. UNICEF helped to bring together over 150 NGOs to develop sustainable human development strategies in the semi-arid zones by applying rainwater harvesting techniques. In the Amazon, a sustainable development project honoured the forest peoples' culture of responsible exploitation of natural resources. Bilingual education projects for Yanomami and other indigenous children were conducted in partnership with NGOs and municipal governments, which were also essential in uniting environmental and sanitation concerns with child labour eradication efforts and educational promotion. In June 1999, UNICEF, together with 44 NGOs and federal government agencies, launched a campaign to stop children from working in garbage dumps. By February 2001, 13,233 children had left the dumps and were attending school.

10. The social policy programme disseminated information on social indicators about Brazilian children, defined methodologies and mechanisms for participatory monitoring of social spending, and monitored implementation of the goals of the World Summit for Children. Statistical situation analyses completed in partnership with the Brazilian Institute of Geography and Statistics have contributed to national awareness of the situation of children. UNICEF launched a report on the state of Brazilian children in 2001, which used a child development index, inspired by the Human Development Index, to rank the 5,507 municipalities according to young children's access to services and parents' levels of education.

11. The communication/social mobilization programme enabled UNICEF to work strategically with mass media in promoting children's rights in Brazil. The News Agency for Children's Rights, supported by UNICEF, facilitates the dissemination of materials, recommends relevant rights themes and monitors coverage of all reporting related to children and adolescents, which has increased 500 per cent since 1996.

12. Positive public recognition of the work of UNICEF was reflected in successful fund-raising. From 1995 to 2000, the annual Child Hope Telethon, broadcast live by the Globo Television Network, raised $18.8 million. Product sales raised another $27.4 million, and direct mail brought in $8.23 million from thousands of individuals who wanted to help improve the situation of children in Brazil. Private sector fund-raising raised $7.3 million between 1995 and 1999. Transferring the

local office of the Private Sector Division (PSD) from São Paulo to Brasília in 1999 resulted in better integration of programme and fund-raising staff, and improved the visibility of UNICEF programmes vis-à-vis important national donors.

Lessons learned from past cooperation

13. The lessons learned remain essentially the same as described in the country note.

Recommended programme cooperation, 2002-2006

	Estimated annual expenditure (In thousands of United States dollars)					
	2002	*2003*	*2004*	*2005*	*2006*	*Total*
Regular resources						
Cross-sectoral costs	741	741	741	741	741	3 705
Subtotal	**741**	**741**	**741**	**741**	**741**	**3 705**
Other resources						
Early childhood development	2 500	2 600	2 700	2 900	3 000	13 700
Education for inclusion	3 300	3 400	3 500	3 600	3 700	17 500
Adolescent citizenship	2 350	2 500	2 600	2 950	3 200	13 600
System of rights and protection	4 500	4 700	4 800	5 000	5 200	24 200
Monitoring and communication for children's rights	500	500	800	600	600	3 000
Cross-sectoral costs	2 650	2 800	2 820	3 000	3 025	14 295
Subtotal	**15 800**	**16 500**	**17 220**	**18 050**	**18 725**	**86 295**
Total	**16 541**	**17 241**	**17 961**	**18 791**	**19 466**	**90 000**

Country programme preparation process

14. The 2002-2006 country programme was prepared in three phases. The Brazilian Cooperation Agency of the Foreign Affairs Ministry, sectoral ministries and United Nations agencies participated throughout the process to ensure that the programme is consistent with national priorities and the United Nations Development Assistance Framework (UNDAF), which is under preparation. First, an analysis of the opportunities provided by political and economic changes provided the context for the new cooperation cycle. The Common Country Assessment was also produced during this period. The conclusions were discussed with partners from the Government, civil society, United Nations agencies and the eight UNICEF offices in Brazil. This process resulted in a strategy paper and the country note. Secondly, the life cycle was used as a basis for the programme structure to ensure children's and adolescent's rights throughout their developmental stages. The new structure was developed through dialogue with the Government, NGOs, United Nations agencies, specialists and UNICEF staff. Finally, the specific programmes and projects were defined within the new programme structure, again

in consultation with partners. The recommendations of the 1997 MTR were taken into consideration, as were the initial results of the short-duration programme for 2001 and the comments by Executive Board members on the country note.

Country programme goals and objectives

15. The overall goal of the country programme is ensure that the rights of all children and adolescents are protected and guaranteed, as stipulated in the Statute for Children and Adolescents. In pursuing this goal, the programme will support national efforts to: (a) develop caring, healthy and stimulating environments for children up to six years of age; (b) guarantee the rights of all children aged 7 to 14 years, especially the most vulnerable, to a quality primary education as a way to guarantee access to life-long learning, culture, sports and citizenship-building activities; (c) ensure that adolescents have access to quality schooling, vocational training, targeted health information, sport and leisure activities, and opportunities to participate in decisions that affect them; (d) ensure effective implementation of the legal system and protection mechanisms for guaranteeing the rights of children and adolescents whose rights are threatened and/or being violated; and (e) generate awareness and promote disparity reduction, equitable investments for children and implementation of rights through monitoring and communication activities.

Relation to national and international priorities

16. The country programme is framed within national efforts to implement the Statute for Children and Adolescents and to establish local mechanisms that will guarantee sustainable results. The programme objectives and strategies place UNICEF within the larger context of national and international priorities such as the national development plan (*Avança Brasil*, federal and state sectoral policies, and the attainment of the goals of the World Summit for Children and the Global Movement for Children. The programme takes into account national commitments resulting from the World Education Forum, the World Congress Against Sexual Exploitation of Children, the tenth Ibero-American Summit for Children and the fifth Ministerial Meeting on Children and Social Policies in the Americas. It will also support the Government's decentralization policies, the constitutional mechanisms for participation by civil society in monitoring the implementation and violations of rights, and ongoing sectoral policies. The programme builds on collaboration with other United Nations agencies within UNDAF and will be guided by the UNICEF medium-term strategic plan.

Programme strategy

17. The programme strategy has been refined since the country note was submitted to the Executive Board. Successful elements from the previous programme will serve as the foundation for multisectoral strategies addressing the rights of the child throughout the life cycle. Gender and ethnic discrimination are among the disparities that will be targeted in all programming. Cross-cutting programme strategies will include training, social mobilization and advocacy for child-friendly public policies; municipal capacity-building for disparity reduction; and expansion of service delivery models, through local government and NGOs, for the most vulnerable and excluded children. UNICEF will draw upon the experiences of municipalities and

communities in priority regions to contribute to public policy formulation and maintain its "cutting edge" through research, monitoring and analysis of child-focused strategies.

18. The country programme is structured around five programmes: early childhood development (ECD); education for inclusion; adolescent citizenship; system of rights and protection; and monitoring and communication for children's rights. The last programme was added after the country note was approved to provide ongoing support for monitoring of the other four programmes and to ensure strong social mobilization and communication at all levels. Geographic coverage and beneficiaries will vary by programme, but all will include national components for policy development, social mobilization and monitoring of indicators.

19. **ECD**. UNICEF will work with government and NGO counterparts to ensure a good start in life, improved care and enhanced development for children under six years of age. The main focus will be on encouraging families and strengthening their capacities to protect their children and help them reach their full potential. The programme will also emphasize strengthening government policies on ECD. It will have two projects: (a) integrated services for motherhood and childbirth; and (b) integrated services for children up to six years of age. UNICEF support will cover a wide range of survival, growth and development actions throughout the initial life cycle stage, from pregnancy to the child's entry into primary school. Municipal governments, community health workers, family health agents and the Child Pastorate will be the primary partners.

20. The integrated services for motherhood and childbirth project links a woman's right to health with the first stages of life and will help to guarantee access to quality prenatal, childbirth and post-natal services. UNICEF will support actions to monitor achievements and violations of rights and make this information public; mobilize civil society organizations and the public to increase demand for rights; train health professionals, rights advocates and decision makers in rights-based issues linked to service provision; and disseminate information on existing solutions. Expected results will include increased public awareness and demand; expanded access and improved service capacity to reduce infant and maternal mortality, conditions that cause disability and mother-to-child transmission of HIV; and increased paternal participation and responsibility.

21. The second project, integrated services for children under six years of age, has four main components: (a) birth registration; (b) health and nutrition; (c) family competencies to support child survival and development; and (d) expansion of community-based, family-focused services. UNICEF will work with government and NGO counterparts to ensure that the importance of ECD is assimilated by families and communities. Family and public demand will be strengthened through the development of guidelines for ECD programmes that take into account regional and ethnic disparities and gender. The media will support this process and help to guarantee pubic demand and priority access to quality services for the most vulnerable children. The project will promote public debates on the design and structure of municipal education, health and social assistance policies. Expected results include the establishment of mechanisms for free birth registration; intersectoral networks for staff and family capacity-building and rights promotion; and strengthened programmes and involvement of partners in micronutrient initiatives, breastfeeding promotion and disease prevention.

22. **Education for inclusion**. Brazil's school enrolment rate of 95.4 per cent of school-aged children paves the way for focusing on improving the quality of

education to guarantee regular attendance, learning and completion by all children, including the 4.6 per cent not in school (estimated to be some 2 million children). UNICEF will work with relevant government ministries, religious institutions, the National Association of Municipal Education Secretaries, state education departments, the media, the private sector and NGOs to develop strategies for including in school children with special needs, working children and children living in remote areas, streets and waste dumps. These targeted initiatives ultimately will benefit all primary-level students. Activities in and out of schools will be linked together so as to strengthen capacities to meet the learning needs of the most vulnerable children, including opportunities for their participation in decisions that affect their lives. Sports, recreation, cultural activities and health services will also be promoted. Funds will be channelled to develop and disseminate innovative methodologies, train staff and raise public awareness about rights violations. Together, these efforts will promote an inclusive, integrated education for all of Brazil's children.

23. The expected results of this programme include the establishment of systematic mechanisms to identify and enrol out-of-school children; the testing of methodologies and the commitment of institutions to include the most vulnerable children in school; strengthening of school and municipal education councils to guarantee participatory and transparent management; the design, testing and dissemination of innovative, school-based complementary learning strategies to support improved attendance, learning achievement and completion; and the development of strategies to improve health and nutrition rights and reduce violence in schools, communities and families.

24. **Adolescent citizenship**. UNICEF will focus on the rights of Brazil's teenagers through this programme. Three specific projects will be developed on: (a) education and vocational training; (b) adolescent health; and (c) juvenile justice. For all projects, UNICEF will support similar actions, including the provision of technical assistance; documentation and the dissemination of innovative models and strategies; maintenance of updated situation analyses; mobilization of public demand and participation by adolescents, families, and civil society; strengthening of public policies and local capacities; and the design of training systems and materials. The principal partners for this programme will include the ministries of Health, Education, Justice and Social Services, municipal governments, youth groups and NGOs working at the local level.

25. Through the education and vocational training project, UNICEF will support actions for the promotion and expansion of accelerated and "second chance" primary school programmes for working and out-of-school adolescents; the organization of safe and supportive spaces for adolescent participation; and the expansion of pre-vocational training opportunities linked to primary and secondary schooling. The adolescent health project will focus on access to appropriate health information and quality health services. The proposed results include the development of integrated health policies for adolescents and the expansion of mechanisms to provide quality information on such issues as teen pregnancy, drug abuse, HIV/AIDS and sexually transmitted diseases. The juvenile justice project will concentrate on adolescents in conflict with the law to ensure their safety, appropriate legal and social responses, opportunities for education and effective re-entry into daily community life. Its desired results include institutional reorganization to comply with the Brazilian Statute for Children and Adolescents, and the development and dissemination of strategies for social rehabilitation and educational measures. Work with NGOs, municipal governments and United Nations agencies

will be key in developing public policies and services that recognize the particular needs of adolescents.

26. **System of rights and protection**. Despite some progress, mechanisms to address violence and sexual exploitation and child labour must be strengthened. The programme will cut across all life cycle programmes; support the development of protection measures for children and adolescents at risk; and strengthen mechanisms for policy development, implementation and monitoring.

27. The programme has two specific project areas: (a) protection against violence; and (b) sexual exploitation and systems to guarantee rights. The first project, on protection against violence, child labour and sexual exploitation, will focus on four areas: (a) prevention of and attention to institutional, community and family violence; (b) prevention and eradication of sexual exploitation; (c) promotion of non-discriminatory approaches to families, children and adolescents with HIV/AIDS and disabilities; and (d) promotion of the right to live in a caring family setting and community life for children who are institutionalized or on the streets. Efforts to eradicate child labour will focus on educational access and learning, attainment of sustainable improvements in family income and community participation in programme management. Expected results include new and/or strengthened systems and mechanisms for notification of rights abuses (especially violence against women and girls); improved monitoring of rights violations and responses; maintenance of such issues as child labour, domestic violence, sexual exploitation, rights of children with HIV/AIDS and disabilities in public debate and the development and/or strengthening of intervention strategies, staff capacities and partner networks to guarantee protection rights.

28. The second project will build on legislated mechanisms for guaranteeing the rights of children and adolescents. The project will identify and disseminate best practices of child rights councils and guardianship councils to improve systems to guarantee rights at municipal, state and federal levels. The expected results include improved capacities to respond to rights violations in all municipalities, and monitoring of policies related to the implementation of children's and adolescents' rights at all levels.

29. **Monitoring and communication for children's rights**. The programme is designed to overcome difficulties in promoting and evaluating policies related to child rights and to raise public support and demand for rights. Its main objective is to monitor and disseminate information about participatory development and implementation of children's and adolescents' rights. The programme has two project areas: (a) monitoring and evaluation; and (b) communication for the rights of children and adolescents. The first project will monitor public and private investments for children, the situation of Brazilian children and the UNICEF programme of cooperation through improved internal monitoring and evaluation. The project will produce information about children, disaggregated at the municipal level, in order to strengthen participatory municipal management. The proposed results include the establishment of indicators on social sector investments; continued participatory monitoring of social spending and investment in children and adolescents as part of the 20/20 Initiative; a more efficient, effective and accountable programme of cooperation; and the design of indicators for monitoring child rights violations. Among the main partners are the Brazilian Institute for Geography and Statistics, ministerial information and statistics departments, social sector municipal networks, NGOs and institutes that produce and analyse national and local media.

30. The project on communication for the rights of children and adolescents will focus on improving the coverage and quality of media communications on issues related to the rights of children and adolescents. It will also work to improve public information initiatives on issues related to the results of UNICEF cooperation. UNICEF will assist the Brazilian media in showcasing successful initiatives that encourage society to participate more actively in generating a culture based on respect for human rights. The programme will emphasize policy discussions in the economic and social arenas aimed at disparity reduction, more equitable distribution of wealth and increased investment in the social sectors. It will also help to strengthen the overall achievements of the country programme through advocacy, mobilization and technical assistance.

31. **Cross-sectoral costs**. To implement these programmes, all regular resources will be allocated to cross-sectoral costs for staffing for programme implementation. UNICEF Brazil will rely heavily on in-country fund-raising efforts for cash and supply assistance and for staff costs not covered by regular resources. Because of their strong interest in child protection, National Committees are major contributors to the programme. Thus, within the UNICEF Brazil office, PSD staff will work closely with the programme and communication sections to ensure maximum return from direct mail, product sales, media campaigns and private sector mobilization.

Monitoring and evaluation

32. The country programme will use the life cycle framework, the integrated monitoring and evaluation plan and indicators of the specific programmes to monitor and evaluate the efficiency, effectiveness, relevance, quality and sustainability of UNICEF cooperation. Disaggregated indicators will be utilized to visualize, monitor and promote awareness of the striking ethnic, geographic, age, gender and socio-economic disparities within the country. The development of time-bound and measurable goals and targets, adapted as appropriate to states and municipalities, will be encouraged for self-monitoring and planning at the local level based on the successful experience of the "Seal of Approval" in Ceara State. This UNICEF-supported experience combines innovative local government monitoring strategies with the promotion of child rights.

33. UNICEF support to counterparts for monitoring and evaluation activities will supplement its own internal monitoring and evaluation. For ECD (up to six years of age), public and internal initiatives will be monitored through the use of existing survival indicators and a municipal-level "infant development index", a tool based on indicators relevant to the needs of this phase of the life cycle. New indicators will be developed to monitor adolescent development. For the programme on education for inclusion, UNICEF will use existing Education for All indicators and incorporate them in ongoing monitoring systems. The ECD and adolescent citizenship programmes have been identified as targets for major evaluations during the cooperation cycle, with the final design to be developed during the initial phase of the new programme period.

34. Monitoring of such cross-cutting issues affecting children throughout their life cycle as violence, exploitation and abuse, along with social spending, particularly investment in children and basic social services, will continue to be strengthened through external and internal initiatives. Progress towards the eradication of the various forms of child labour will continue to be monitored jointly by a wide range of actors. Participatory monitoring and lobbying using the "child budget"

methodology at the federal level will be extended to capture equity issues and tested in selected states and municipalities.

Collaboration with partners

35. UNICEF will collaborate with the ministries of Health, Education, Justice, Social Welfare and Labour, and selected state and municipal governments (and their network organizations) in the development and implementation of specific project actions. As mentioned, emphasis will be placed on strengthening the decentralization process through the mobilization of local demand, social control and participation. Preference will also be given to NGOs with experience in specific fields and to national, state and municipal rights and guardianship councils. Other partners will include academic institutions and foundations concerned with questions related to children and youth in order to undertake studies, develop training materials, document experiences and support training of local partners and in municipalities.

36. UNICEF will seek greater involvement by the private sector in existing cooperation areas, education and child labour eradication, as well as new partnerships related to adolescents. UNICEF will also continue its current successful range of private sector strategies.

37. The programme foresees close collaboration with the United Nations agencies within UNDAF and will also seek to expand cooperation with the World Bank in the areas of ECD, child labour and education. The few bilateral cooperation agencies active in Brazil (including those of Canada, Japan, the United Kingdom and the United States) and such international NGOs as Oxfam and the World Child Foundation (Sweden) will share data and information to monitor and adjust the direction of the programme during the programme period. The mass media and other communications vehicles, particularly the Globo Television Network and the News Agency for Child Rights, will remain important partners.

Programme management

38. The Brazilian Cooperation Agency of the Foreign Affairs Ministry is responsible for overall programme coordination and will monitor the programme of cooperation through periodic meetings, field visits and an online database. The relevant government ministries are responsible for sectoral programme management. Coordination with state and municipal partners — the Government and civil society organizations — will be essential for decentralized planning, implementation and monitoring actions. The Government and UNICEF will hold annual planning and review meetings for all programmes. A more comprehensive MTR will be held in 2004, followed by a end-of-cycle review. Other United Nations agencies, multilateral and bilateral donors, and collaborating NGOs will be invited to participate.

39. Within UNICEF, the country programme will be managed through a coordinated effort between the national and zonal offices. Working through the zonal offices will ensure greater resource investment in the north and north east regions. UNICEF will also study the possibility of expanding its presence in the Amazon region, with Manaus potentially serving as a geographic base for its programmes, depending on the availability of funds. The life cycle approach and

programme structure will require multidisciplinary and intersectoral planning and monitoring. For this purpose, working groups (clusters) dedicated to each programme have been created and will be strengthened within UNICEF, with the participation of staff from zonal offices. During the programme period, greater efforts will be made to link the units responsible for programmes, operations and private sector cooperation. Successful partnerships with civil society, NGOs and the private sector will be strengthened.

TABLE

LINKAGE OF PROGRAMME BUDGET AND STAFFING/STAFF COSTS

COUNTRY : BRAZIL
PROGRAME : 2002-2006

PROGRAMME SECTION/AREAS AND FUNDING SOURCE	PROGRAMME BUDGET			POSTS a/										STAFF COSTS b/		
	RR	OR	TOTAL	D2/L7	D1/L6	P/L5	P/L4	P/L3	P/L2	IP	NP	GS	TOTAL	IP	LOCAL	TOTAL
REGULAR RESOURCES :																
CROSS-SECTORAL COSTS	3,705,000		3,705,000	0	0	1	4	0	0	5	2	0	7	3,442,575	683,342	4,125,917
TOTAL RR	3,705,000		3,705,000	0	0	1	4	0	0	5	2	0	7	3,442,575	683,342	4,125,917
OTHER RESOURCES :																
EARLY CHILDHOOD DEVELOPMENT		13,700,000	13,700,000	0	0	0	0	0	0	0	0	0	0	0	0	0
EDUCATION FOR INCLUSION		17,500,000	17,500,000	0	0	0	0	0	0	0	0	0	0	0	0	0
ADOLESCENT CITIZENSHIP		13,600,000	13,600,000	0	0	0	0	0	0	0	0	0	0	0	0	0
SYSTEM OF RIGHTS AND PROTECTION		24,200,000	24,200,000	0	0	0	0	0	0	0	0	0	0	0	0	0
MONITORING AND COMMUNICATION 1/		3,000,000	3,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0
CROSS-SECTORAL COSTS		14,295,000	14,295,000	0	0	0	1	0	0	1	22	39	62	671,797	10,575,157	11,246,954
TOTAL OR		86,295,000	86,295,000	0	0	0	1	0	0	1	22	39	62	671,797	10,575,157	11,246,954
TOTAL RR & OR	3,705,000	86,295,000	90,000,000	0	0	1	5	0	0	6	24	39	69	4,114,372	11,258,499	15,372,871
SUPPORT BUDGET	Operating costs		1,335,325	0	1	1	1	0	0	3	3	8	14	2,198,120	2,149,438	4,347,558
	Staffing															
GRAND TOTAL (RR + OR + SB)				0	1	2	6	0	0	9	27	47	83	6,312,492	13,407,937	19,720,429
	Number of posts and staff costs:															
	Current programme cycle									8	28	43	79			
	At the end of proposed programme cycle (indicative only)									9	27	47	83	6,312,492	13,407,937	19,720,429

a/ Each post, regardless of its funding source, supports the country programme as a whole.
b/ Excludes temporary assistance and overtime.

RR = regular resources.
OR = other resources.
IP = international Professional.
NP = national Professional.
GS = General Service.
SB = support budget.

1/ MONITORING AND COMMUNICATION FOR THE RIGHTS OF CHILDREN